



TERRY L. STEWART - DIRECTOR

FEBRUARY - 2001

A Chance to Start Over for ADC Inmates

Inmates of the Arizona Department of Corrections are being shown the light following a visit from a program called Operation Starting Line.

As part of Director **Terry Stewart**'s four-legged stool: education, spirituality, substance abuse and work, the Arizona Department of Corrections invited Operation Starting Line, the largest prison outreach program in America, to present religion to Arizona Department of Corrections inmates.

"Being servants to the people of Arizona, we must do everything to live up to our name: the Department of Corrections. We can't mold an inmate into a rehabilitated person, never to break the law again. Only the inmate can

do that for himself. But what we can do is provide the inmate with the foundation he or she needs," said Stewart.

In an attempt to reduce national crime rates and the number of inmates who return to prison, Operation Starting Line kicked off its 2001 nationwide tour February 16 in Arizona. In 10 days, more than 100 events were performed in Arizona state prisons including: entertainment by musicians, athletes, comedians and speakers, Bible studies, personal and career development courses and leadership instruction.

The Arizona Department of Corrections encourages inmates to get involved in religious activity.

Perryville Warden **Darla Elliott** said, "Participation in any type of religious



A female inmate in special management unit converses with a religious representative

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Protective Services Unit Protects all Employees

by Vincent Funari, Media & Public Relations

Don't get the wrong idea that the plain clothes officers who accompany the Director are just bodyguards.

The men and women who accompany Director Stewart are known as the Arizona Department of Corrections Protective Services Unit. Protective Services protect Director Stewart, but it's only one of many responsibilities. This highly trained unit, consisting of eight special investigators and a supervisor, is responsible for the Director's security, employee safety, threat investigation and assessment, vehicle security, residence security and Department-wide employee training on

personal protective measures.

As a direct result of the attempted assassination on Director Stewart, Protective Services was formed in 1998. Originally, the Unit's function was to protect Director Stewart, but over time their role has changed dramatically.

Protective Services Unit Supervisor **Tim Duron** said, "With the discovery of the attempt on his own life, Director Stewart recognized the need for the safety of all our employees. It's our responsibility to look into any incidents, where an employee is threatened, harassed or assaulted as a

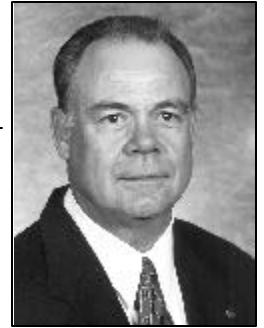
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



Two years ago, an important project was initiated to better address the needs of the Department's most valuable resource, its employees. The Quality of Work Life employee survey identified numerous employee concerns. But that was just the beginning. The next logical step is to develop strategies and solutions that will ultimately improve the quality of the workplace environment.

To accomplish that goal, our next action was to conduct employee focus groups. My intent was to hear from employees across the organization to probe a number of issues from the survey that drew my attention, and identify ideas for positive change through an unbiased process. I secured the services of an outside facilitator to moderate these focus groups and formed an Improvement Team with diverse representation within the Department to summarize the conclusions and develop recommendations. Thirty employee focus groups were conducted with participation from over 320 employees. The Team has completed its findings and has presented its recommendations to my executive staff and me. I want to thank all the employees who participated in the focus groups and the Team for their contribution to this important project.

The issues reported from the focus groups are of such importance to all of

us that I would like to share with you the summary of the major findings:

- You expressed concern regarding staffing levels and safety.
- You voiced concerns of pay issues and noted that improvements in pay and benefits (such as the 20-year retirement) will greatly assist in the recruitment and retention of staff.
- You said that we have placed too much importance on the scores given to the audits, which have caused undue pressure and strain on staff across all levels.
- You explained that sanitation is necessary, but an over emphasis has created a perception that sanitation is more important than security.
- You offered that initiatives, which impact workplace operations, are made without regard to your input.
- You expressed that we do not do enough to reinforce a positive work environment for employees.
- You explained that rules in the workplace are inconsistently applied.
- You expressed concern that the discipline process does not differentiate between mistakes and misconduct, that many discipline issues can be handled in less formal ways, and that the investigation process often takes too long.
- A number of you said you are in need of basic equipment and supplies.
- You said that good supervisors

are important and you would like more supervisors to interact and engage with staff.

- You offered that COTA is not preparing new officers enough on the realities and practical knowledge of the job.

- You described the workplace culture using words such as camaraderie, teamwork, productive, people oriented, new experiences, and coming together in crisis. However, you also described the work culture as rigid, unforgiving, stressful, reactive, fear, overworked, political, and adversarial.

- Finally, you expressed a sincere concern for the well being of the Department and desire positive change so that you can be more successful and productive in your jobs.

These issues are valid. Your candor is appreciated. The time has come for this agency's attention, which has been so focused on immense growth and ensuring the integrity of our institutions, to now include fostering an environment that reinforces your value and contributions to our mission. Therefore, our next actions, based on the recommendations presented by the Team will be as follows:

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Being There for the Public

by CO II Darvin Kerby, ASPC-Safford

The effects and results of “being there” cannot be measured. What we may have deterred or prevented by just being there, cannot be told. An officer walking a post or going through his building and runs; a police officer on the streets on patrol; even a parent being involved in a child’s life.

Our presence as Corrections Officers can not be overstated; however, mere presence is not enough. In a prison there are many factors which can lead to complacency such as exhaustion, boredom, lack of involvement and a negative work environment.

Complacency in prison surroundings can be very dangerous. As Officers, we should never be complacent. We should always focus on details and be aware of our surroundings, duties and responsibilities.

Prison is a tough working environment but it’s important for Corrections Officers not to adopt self-created satisfaction. We should always try to improve and learn new things every day. Complacency sets in when

we believe what we do is good enough, or what we do does not make a difference.

Being a Correctional Officer may not always be a glamorous or thankful job because the work we perform often goes unnoticed. Each day, we deal with what the rest of society does not want to deal with; a dangerous job loaded with many potential “pitfalls.”

It seems a Correctional Officer is only noticed by fellow employees or the public when doing something wrong. An Officer can perform exceptionally in the course of duty but if he or she slips up once we are hung out to dry, no matter how small the mistake. The public will exploit Correctional Officers if they step out of the guidelines and are guilty of an infraction.

Even though being a Correctional Officer is seemingly a thankless job, we should pride ourselves on the fact that we are a profession that not all can be or would want to be. The qualities we possess as caretakers, guardians,

supervisors, preservers of life, counselors, and providers of security for the public, self and others are phenomenal and extraordinary.

There are times when one acts or becomes unprofessional, and times when there are ethical transgressions that occur. Corrective action must be taken and discipline metered out, but this happens in every society, culture, and job.

Correctional employees as a whole may go unnoticed but still perform their duties. Governed by so much and yet perform so remarkably. An unheralded group of people despite all that is thrown at them.

Let this be encouragement to excel at what we do. To continually strive to improve ourselves and our environment; to daily achieve more than what is expected, and to remember we are a great class of people, no matter how unnoticed. We are heroes; heroes are ordinary people performing in extraordinary circumstances.



Torch Run 2001 Lights the Way

Last year, law enforcement representatives, led by Deputy Director **Charles Ryan** carrying the “Flame of Hope” and Sgt. **Scott Cusack**, ran onto the field at Arizona State University before the opening ceremonies of the Summer Games.

The 2001 Law Enforcement Torch Run campaign is underway. There are three ways to get involved in this year’s campaign: by running in the Torch Run and collecting contributions and pledges from individuals and businesses; by sponsoring with a tax deductible contribution a runner; and purchasing Torch Run merchandise from a local area Torch Run coordinator. For more information about the campaign, contact **Virginia Strankman** at (602) 542-3133.

Alzheimers Disease and You

by Alison Banks-Conyers

This article is the first in a series designed by the Health Education Advisory Council to inform correctional officers about health conditions with which they may come into contact.

Alzheimer's disease affects more than four million people in the United States. It affects a person's thinking, memory and behavior.

Why is this relevant?

In the United States inmate population the fastest growing group is aged 65 and older. By 2030 this age group is expected to reach a record high nationwide of 69.4 million people.

As a Correctional Officer, you might come into contact with inmates who have Alzheimer's disease.

What are the symptoms?

Common symptoms can include:

- increasing forgetfulness
- increased difficulty concentrating
- disorientation
- anxiousness
- depression
- agitation leading to aggressive or

confrontational behavior

- delusions or hallucinations
- impaired movement/coordination
- decreased sexual inhibition

The symptoms of Alzheimer's vary from person to person and worsen as the disease progresses.

What are the potential effects of Alzheimer's?

The decline of mental function due to Alzheimer's can radically change the individual's behavior, and also can make them more vulnerable in certain situations.

Potential behavior changes include:

- Difficulty completing sentences during a conversation
- Loss of interest in normal activities
- Difficulty making decisions
- Difficulty remembering common aspects of daily life (i.e., location of cell/dorm, bathroom, etc.)
- Denying the need for care and resisting help. Over time as brain function declines, the individual will lose the ability to talk, move, or take care of

themselves.

These behavioral changes may not be intentional. Inmates with Alzheimer's disease can become a disciplinary problem due to problems understanding or following commands. When speaking to an inmate with Alzheimer's, it is best to speak clearly and concisely. Do not pose multiple choices in a sentence. You will be most effective speaking in short, simple sentences.

Examples of these situations include:

- Being at an increased risk of suicide.
- Being at an increased risk of falling.
- The affected inmate can also be at risk for manipulation by other inmates.

How is it treated?

For now, there is no cure. Treatment is designed to preserve mental and physical function as much and for as long as possible. The best approach seems to include control of other illnesses, a healthy diet, regular exercise, suitable activities and keeping noise and environmental distractions to a minimum. Sometimes medication can be helpful.

Update on Entertainment Ban

Before accepting tickets to an event, state employees should be advised as to whether they are in violation of the new "Entertainment Ban."

Effective January 1, the Arizona Legislature enacted an Entertainment Ban prohibiting state employees and officers from accepting expenditures for entertainment from lobbyists.

"The ban aims to eliminate certain special favors from lobbyists to State officers and employees. The statutory scheme does not prohibit State officers and employees from attending events with lobbyists, but it does require State officers and employees to pay their own way," said Secretary of State Betsey Bayless.

The Arizona Legislature defines entertainment "fee" as: the amount of any expenditure paid or incurred for admission to any sporting or cultural event or for

participation in any sporting or cultural activity.

There are two exceptions to the new Entertainment Ban.

Any entertainment associated with a speaking engagement is permitted. State officers or employees may accept tickets to a sporting or cultural event if they are participating as a speaker or a panel member at a ceremonial function related to their official position.

The second exception is for "special events." State employees are permitted to accept free admission to events if all members of the legislature or any committee of the legislature are invited. These events may include parties, athletic events, entertainment and other functions.

The "special event" exception also includes any events held in conjunction with state, national or regional meetings of

an organization or other government activity, as long as all state officers or state employees in attendance at the event are invited.

"It's important to exercise good judgement before accepting free entertainment "fee" from a lobbyist. If employees have any doubt as to whether they are in violation of the new Entertainment Ban, they should consult their supervisor or simply decline the offer," said Director **Terry Stewart**.

If state employees have any questions as to whether someone is a lobbyist or employed by a lobbyist, conduct a query on the Secretary of State's web site at www.sosaz.com or call (602) 542-8683 or toll free inside Arizona at 1-877-843-8683. All lobbyists and their employers are required to file with the Secretary of State's Office.

From the Mailbag



I live on a remote stretch of Highway 79 between Florence and Tucson. As I sat on my front porch last week, I was startled out of my reverie by a sudden faraway sound of skidding tires and crunching metal.

I drove to the location of the accident. Two vehicles were involved in a head-on accident. An Arizona Department of Corrections officer on his way home

from work at the Florence Prison was at the scene when I arrived. He had called 911 and was tending to the more seriously injured victim.

The officer was certified as an emergency medical technician and, like all corrections employees, receives training annually in basic first aid and emergency response techniques.

One year ago, I received a call from a corrections officer informing me that my wife was in a serious accident and that a medical transport helicopter was enroute.

When I got to the accident scene, two Corrections Officers were helping to stabilize my wife and two others were assisting state and county law

enforcement officers in redirecting traffic and securing a landing site for the helicopter.

As the majority of prisons in the state system are located in rural areas, most employees commute from nearby small towns and metropolitan areas. Many of these employees respond to citizens in need on the road.

The Department of Corrections should be recognized for the Good Samaritan behavior of its employees. They need to be publicly praised for their community service above and beyond the call of duty.

Rex Herron

Retired Corrections Employee, ACI

ADC Extends Support to Family of Officer



from l to r: Warden Bennie Rollins, Chanel Fowler, son Nicholas, and Deputy Warden Ernie Trujillo

The Arizona Department of Corrections has set up a memorial fund in the name of **Mathew Fowler**, a 26-year-old ASPC-Florence Corrections Officer who died in the line of duty last December.

For the next couple of months, the "Memorial Fund Account for Officer Fowler" will be left open at Wells Fargo bank for any donations.

On Saturday, January 27, 2001, ASPC-Florence Warden **Bennie**

Rollins, Deputy Warden **Ernest Trujillo** and Chaplain **Al Becker** presented checks for \$6,550 to Mathew Fowler's widow, Chanel Fowler. Some \$6,050 was from Department staff and the Florence/Eyman Employee Funds and \$500 was from the Correctional Peace Officers Foundation.

"Chanel was very appreciative of the continuing thoughts and support of the "ADC Family". We were with her, little Nicholas and her father for approximately two hours. It appears that she and Nicholas are doing well and are coping with the loss of Mathew as best possible," said Warden Rollins.

Officer Fowler died on December 20, 2000. He served with the Department of Corrections for one year.

What's New at adepisoninfo.az.gov

- DI 169 - **Staffing Procedures**
- DI 167** - Inmate Transportation (restricted)
- DI 168** - Functionally Literate Inmates: Release Eligibility
- Fact Sheet **01-01 - Offender and Community Supervision**
- **Revisions to DOs 113 Institutional Management, 503 Employee Grooming and Dress, 712 Tools and Restricted Product Control, 801 Inmate Classification, 909 Inmate Mail/Property, 904 Inmate Religious Activities, 204 Volunteer Services.**
- 2000 ACI Annual Report
- **The ADC ON-LINE Employment Application has been revised and is now prominently linked from each job announcement. Results of filling in the form are automatically emailed to ADC's Staffing Unit and to RUSH. It is possible to submit the form in a variety of way, and to include attachments (e.g. a resume).**
- **Enhanced Inmate Datasearch came on line Tuesday, February 20. Seven new pages were made available, almost doubling the available data on any given inmate.**
- **The Digital Inmate Photograph MPI database being created by ImageWare is a step closer to becoming a part of the Inmate Datasearch with the formal submission to ADC of a Scheme of Work and Cost Estimate.**

Paul Lamprill, ADC Webmaster

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activity teaches people to be accountable for their own behavior. Self responsibility may ultimately lead to a safer environment for inmates and staff."

In most cases, the religious programs administered to inmates were conducted in groups; however, in Special Management Units, inmates were spoken to individually. Escorted by Corrections Officers, members of Operation Starting Line went cell-to-cell distributing religious pamphlets and talking to Special Management inmates.

Perryville Corrections Officer **Norma**

What is Your PEP IQ?

by June Mikkila, Inmate Health Services

If your PEP IQ is zero, ask when your Occupational Health Nurse will be teaching the "How to Obtain PEP" class. PEP stands for Post Exposure Prophylaxis. PEP is a combination of medicines which will be available to you if you have a significant blood exposure to a known HIV positive inmate or one who is in a high risk lifestyle. Because the action of the medication is to prevent cell development, it is recommended to be started timely—ideally within a 2 hour window but it can be longer. Remember that taking the medication will be your choice!!

To make the medication available 24 hours a day, 7 days a week, the Occupational Health Staff, who are NOT available 24 hours a day, will be working with Inmate Health Service Staff (Medical, Nursing, Pharmacy) to obtain HIV/PEP and deliver PEP to you. Remember PEP is only effective against HIV, it has no effect against the Hepatitis B or Hepatitis C viruses. It is imperative that you see the Occupational Health Nurse the next business day for

complete management of the exposure. All records are confidential, and will be maintained by the Occupational Health Unit.

You need to be aware that the use of this medication to prevent HIV disease in an exposure incident has NOT been approved by Food and Drug Administration (FDA), but it is recommended by Public Health Service and Occupational Safety and Health Administration (OSHA). In supporting the recommendations in their November 1999 Directives, OSHA mandated that employers must make PEP available to their employees for significant exposures.

In the Directives, OSHA emphasizes very clearly that medications are the last attempt at prevention. OSHA reminds employers that prevention should be accomplished first through Personal Protective Equipment (PPE) so an exposure does not occur. PPE is available at all complexes; make sure to use it at all times!!

Aguirre of the Lumley Unit said, "Most Special Management inmates have been receptive to the program. Unlike low-risk inmates, Special Management inmates don't get a chance to go to church."

According to the Bureau of Justice Statistics, two-thirds of all ex-offenders will return to prison.

In a study published by the Academy of Criminal Justice Sciences *Justice Quarterly*, religious participation reduces the likelihood of an ex-inmate returning to prison. The study showed that inmates who participated in 10 or more Bible studies were 66 percent less likely to return to criminal habits.

"Through a program offering in-prison and post-prison education, spiritual help and family and career support, Operation

Starting Line wants to give every prisoner in every U.S. prison a second chance. You can't put a person in a steel cage and expect something good to come out of them. We want men and women to know real freedom, freedom that comes through a change of heart and a commitment to making moral choices," said Prison Fellowship Founder Charles Colson.

Operation Starting Line, a program administered by Prison Fellowship, is a multi-ministry collaboration designed to introduce every prisoner in every prison in America to the Christian Gospel over a five-year period.

Since 1991, Prison Fellowship has reached an inmate population of more than 400,000 inmates.

Employee Profile: Oliver Nowlin

Got a problem with work? Or would you want information about ice fishing in Antarctica? Call Employee Grievance Coordinator **Oliver Nowlin**. He is here to guide Arizona Department of Corrections employees.

As Employee Grievance Coordinator, Nowlin monitors the Employee Grievance Program. He ensures that the Department's grievance process is conducted in conjunction with Department policies and rules.

"Each day, I help staff and management in resolving issues. Resolving employee issues may sometimes be frustrating but in the end it's all worth it. My job gives me a great sense of accomplishment," said Nowlin.

Having lived on Antarctica and five of the seven other continents, Nowlin settled with the Arizona Department of Corrections five years ago. He began his career as a Corrections Officer at the Arizona State Prison Complex Perryville. With experience as an Officer and a degree in hand, Nowlin was promoted to a Corrections Officer III as a counselor. Following his stint as a Corrections Officer, Nowlin worked in the Policy Research Bureau as a Special Project Manager and as an Executive Assistant in Human Resources.

Before coming to Corrections, Nowlin worked in flight operations in the Air Force for 20 years. He earned an Associate Degree from the Community College of the Air Force and two Bachelor Degrees, one



from the University of Maryland and the other from Arizona State University West in criminal justice. In July 2000, he received his Master of Public Administration degree from Western International University in Phoenix.

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result of their employment with the Arizona Department of Corrections."

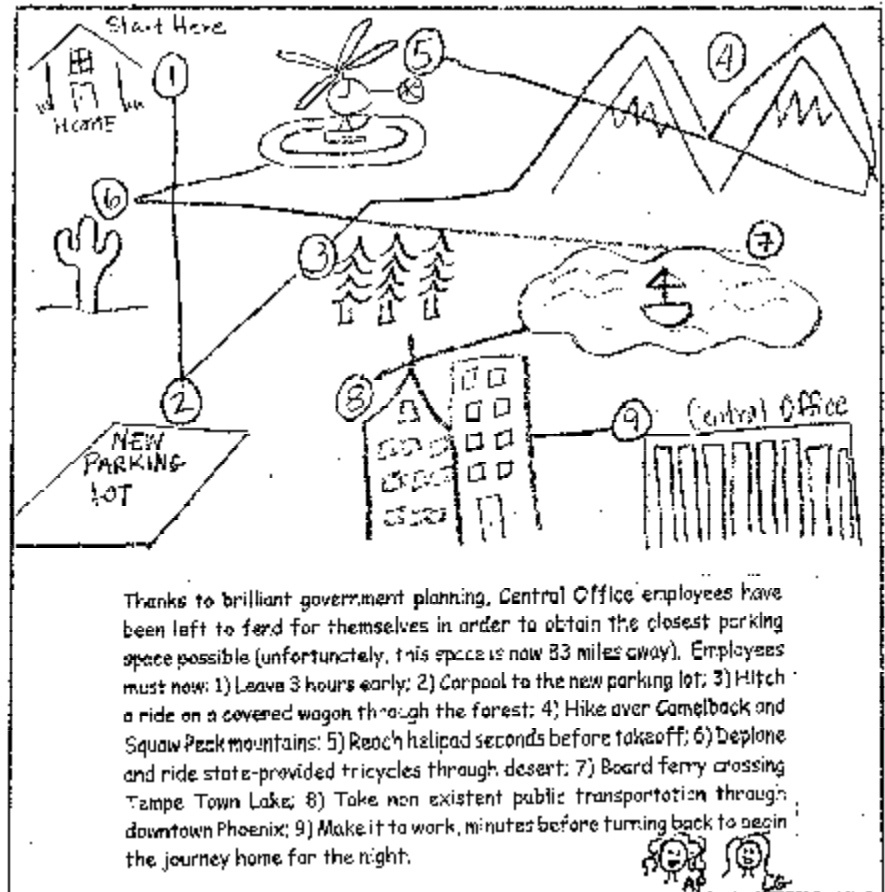
In the past 12 months, the Protective Services Unit began offering training to employees on personal protective measures, domestic violence and preventing violence at home and work.

"We provide training to all ADC employees on personal security issues including: residence, travel, driving security and street awareness. We are continually developing lesson plans and updating courses to assist employees on how to avoid becoming a victim of a crime," said Duron.

To reduce the potential of being a victim of a crime, Protective Services offers three basic rules: First, be alert, employees should know who is in front of and behind them at all times. Secondly, employees should communicate the idea they are calm and confident. Stand tall, walk purposely and make quick eye contact with people. Thirdly, employees should trust their instincts and should leave immediately if they feel uncomfortable in a place or a situation.

Protective Services is here to help all Arizona Department of Corrections employees.

Pun Intended



First, staffing issues and your safety is paramount. We continue to make strides here, however, I understand your concerns regarding the staffing issues. We are proceeding to perform an intense review of our staffing patterns and to conduct a zero-based staffing analysis to better enable the Department to improve our allocation of existing positions and support requests for additional staffing.

In the meantime, I have asked the Wardens to review opportunities to better utilize existing staff and ensure that the essential posts are filled. Finally, I would remind you of the process I outlined in DI 163 – which prioritizes steps to ensure not less than Level D staffing is maintained. If you have concerns that a safety issue you've raised has not been addressed I urge you to call the staff safety hotline (1-866-787-SAFE).

We are working hard to address the pay issues with the current legislature. I am optimistic that we can improve the pay for employees and I have hope that we will make progress on the 20-year retirement benefit for CORP members.

Your views on the audits are legitimate. Our internal audits are an important tool, but we have put too much emphasis on improving scores. We are in the process of looking at opportunities to strengthen the audit process while lessening the stress, fear, and anxiety it currently has on all levels of staff.

I have personally talked with each of the Wardens and have asked that they immediately address your needs for supplies and equipment. It is unacceptable when employees do not have the basic supplies or equipment to do their jobs successfully.

We recognize that the movements of the Wardens and especially the Deputy Wardens can be frustrating. We are going to make every reasonable effort to minimize the transfers of the Wardens and Deputy Wardens. We hope this

helps provide consistency and reduces anxiety amongst staff.

I appreciate your views on the discipline process. I am also concerned how the application of employee discipline has become rigid in addressing mistakes versus misconduct issues. We will be preparing a comprehensive training program on the discipline process with specific guidelines. As the Team noted, we need to get back to fundamentals of what is in place and emphasize how the current process does allow for discretion. Moreover, later this year we will form a cross functional team to look for ways to shorten the time for the overall investigation process.

Over the year we will proceed to form employee-based teams to address several of your concerns including: a leaders team, involving Deputy Wardens, Majors, FHAs, CO IV, and Captains from each complex to meet regularly to discuss Department initiatives and to serve as a conduit to improve consistency and buy-in; a team to find ways to streamline and eliminate non-value added paperwork across the Department with an emphasis to make work easier for staff; a team to review opportunities to improve COTA; and a team to investigate the feasibility of expanding the vanpool program to allow other jobs classes to participate.

In addition, we have begun an evaluation of the promotional process for leadership positions throughout the Department. This effort will assess how we select leaders and identify desired leadership traits. This is imperative as we look forward to growing our leaders in the Department. We will start with sergeants.

Most important is our ability to move our organization towards a more positive work culture for employees. There are several steps we will take to start this process. First, we will be implementing a tool to assess the performance of the Wardens and others on my executive

team in creating a more positive work culture over several performance dimensions. Additionally, I have instructed my Deputy Directors and their managers to make more frequent and unannounced visits to the complexes and regional areas - not with the intent of inspecting, but with the purpose of talking with staff. I am encouraging them all to place more emphasis on hearing firsthand your concerns and views for improving the Department.

Over the next several weeks, each of my Deputy Directors will be working with their managers to discuss other strategies. Most important will be those that focus us on building trust; creating buy-in and support so more people share ownership of the Department's goals and initiatives; to inspire, encourage, and recognize employee contributions; to create an open atmosphere so that staff can engage in open dialogue about the organization's effectiveness; and to adapt more to meet your needs as day-to-day decision makers.

Finally, I will be making personal visits to each of the complexes and work units. We will try to include as many employees as possible in my visits. I want to personally discuss your concerns with you and our plans to address these issues. None of this will be easy because it will involve change in behavior for many of us. But I am committed to this process and it will be my priority. All of us, from maintenance personnel, parole officers, investigators, administration, medical staff, program officers, to uniform staff, are all important to successfully fulfill our mission. I look forward to taking these positive steps with your participation. Together, we will make our Department of Corrections a truly great place to work.